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### Tomaskovic-Devey, Donald, *Gender and Racial Inequality at Work: The Sources and Consequences of Job Segregation*

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de l'organisation », c'est-à-dire l'attitude qu'ont les dirigeants quant à la capacité des femmes ayant de jeunes enfants d'être de bons travailleurs à TP. Une attitude négative va de pair avec des possibilités réduites de passage vers le TP. Dans les établissements à faible représentation féminine, une attitude négative de la direction est aussi liée, pour un travail identique, à des salaires horaires inférieurs et des avantages sociaux proportionnellement moins importants pour les salariées à TP comparativement à leurs collègues à temps complet et à des perspectives de formation limitées. Par ailleurs, les dirigeants des établissements de type stratégie individuelle répondent plus souvent favorablement aux demandes de retour vers le temps complet que leurs collègues des établissements à stratégie d'entreprise, où les postes de travail sont souvent organisés sur une base de temps partiel, pour répondre aux exigences de flexibilité de l'entreprise plus qu'aux besoins des salariées. Le coefficient de représentation féminine agit aussi positivement sur la probabilité que l'employeur accueille favorablement les demandes de retour au temps complet.

L'auteure conclut en soulignant que les femmes qui choisissent de travailler

à TP ne désirent évidemment pas des emplois précaires, mal rémunérés, leur offrant des perspectives professionnelles limitées, et que les États devraient prioritairement s'assurer que le développement des emplois à temps partiel ne conduise pas à accroître le nombre de mauvais emplois.

Voilà brièvement exposés les principaux sujets abordés par l'auteure. Son étude est intéressante parce qu'elle présente des résultats tirés d'une large enquête qui n'avait pas encore été exploitée. On peut regretter que l'auteure ne situe pas son étude dans la littérature, qu'elle dépasse peu le niveau descriptif et ne s'aventure que timidement dans l'analyse des résultats. À cet égard, il aurait été utile de fournir en annexe le questionnaire de l'enquête, car la formulation exacte des questions est importante pour bien interpréter les données. Mais au-delà de ces réserves, parce qu'elle élargit nos connaissances sur le rôle du lieu de travail sur l'expérience de travail à temps partiel des femmes, l'auteure atteint les objectifs qui ont motivé son étude.

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### ***Gender and Racial Inequality at Work: The Sources and Consequences of Job Segregation***

by Donald TOMASKOVIC-DEVEY, Cornell Studies in Industrial and Labour Relations, Ithaca, NY, ILR Press, 1993, ISBN 0-87546-304-5 and ISBN 0-87546-305-3 (pbk).

This study, which uses the 1989 survey of employed adults in North Carolina, focuses on the following questions:

1. Why do men and women rarely work in the same jobs in the same workplaces?
2. Why do the majority of white Americans work in jobs filled only by others of their own racial group?
3. Can the supply side explanations that focus on individual skills and the de-

mand side explanations that focus on job and organizational power provide adequate light on the subject?

The thesis of this study of segregation by gender and race is that jobs can be profoundly influenced by their sex and racial composition. The author argues that jobs have gender. There are black jobs. There are white male jobs and these jobs often develop certain advantages in the workplace over and above the skill levels or even the organizational power of the people who hold them.

The author devotes most of the book to developing and clarifying his thesis that both supply-side explanations and demand-side explanations miss out on important concepts in explaining inequality. He argues that organizations and jobs may be every bit as much the product of racial and patriarchal practices in the workplace as they are of power and efficiency considerations. He postulates that both markets and the concrete organization of work are profoundly influenced by the process of "status closure" and "status composition." "Status closure refers to the workplace discrimination processes by which status characteristics such as sex and race determine who has access to valuable employment positions." (p. 6) Social pressures for race and sex based exclusion rise as the quality of a job increases. "Status composition refers to the process by which the typical sex or race of a class of jobs in the workplace becomes a fundamental aspect of the jobs influencing the work done as well as the organizational evaluation of the worth of the work." (p. 6) These concepts — status closure and status composition — provide, without a doubt, new insights into our theoretical and social policy understandings of racial and gender inequalities.

Chapter 2 introduces the readers to the 1989 North Carolina Employment and Health Survey data used in the study. The author also devotes considerable attention to the technical aspects and measurement issues relating to job segregation by race and gender.

Chapter 3 evaluates the mainstream social science explanations of race and gender segregation — human capital theory from economics and socialization theory from sociology. The author concludes that the human capital theory has little empirical support in explaining segregation of jobs. There is support for the idea that socialization, as expressed by age and pre-labour market preferences, may play some role in creating segregated employment structures.

The demand side of the labour market — the organizational production of sex and racially segregated jobs — is explored in Chapter 4. The author discusses the implications of social closure theory for understanding segregation in jobs and passionately shows that discrimination is not merely a matter of prejudice or belief systems, but of creating and preserving advantage by white males. Patriarchy (a system by which male advantage is preserved) and racial segregation at work (a desire among whites for social distance from blacks) result in excluding women and blacks from desirable jobs. Only the formalization of the employment relationship, where job requirements and rights and duties are clearly spelled out in a bureaucratic environment, the informal exclusion of candidates from jobs based on their race or gender may be reduced.

Labour process inequality is explored in Chapter 5. In addition to earnings, labour process (closeness of supervision, task complexity, degree of internal labour market opportunity, managerial authority, and supervisory responsibility) directly affect job satisfaction, self-esteem and even mental health. For example, the author displays evidence to support his claim that blacks are more closely supervised and have less complex jobs and less managerial authority. Women also have less complex jobs, on the average, and have less managerial authority. The consequences of the gender and racial compositions of jobs on the pay gap between men and women, whites and blacks, are discussed in Chapter 6. As expected, segregation provides the dominant explanation for the pay gap, though the effect of gender is more powerful than race.

Chapter 8 is probably the most important because of its usefulness to decision makers in organizations. The author concludes that racial and gender inequality is an organizational issue, not just a public policy issue. He eloquently explains that gender and racial inequalities are produced in the workplace by processes

of exclusion that limit the access of women and minorities to desirable jobs. He suggests (p. 157) that organizations intent on reducing discrimination should promote the formalization of employment and promotional rules in order to reduce the supervisory discretion that can lead to gender and racial discrimination. At the same time, firms should strive to produce divisions of labour that are flatter and less specialized. The author contends that the proliferation of job titles within hierarchical competitive career ladders creates the environment for discriminatory exclusions and creates a class of advantaged employees with advantage to defend. The author alerts the top level decision makers to the issues relating to implementation of equality initiatives

— resistance from the advantaged and lack of commitment from middle level managers — and suggests ways to manage them.

In summary, this book provides an excellent discussion on the issue of gender and racial inequality at work. Human resource managers benefit most by reading Chapters 1 and 8. Professors teaching industrial relations and human resource management will find a unique blend of theoretical discussions of inequality and practical solutions to eliminating or reducing workplace inequality in this well written book.

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### ***Maynard Keynes, An Economist's Biography***

by D.E. MOGGRIDGE, London/New York, Routledge, 1992 (new paperback edition, 1995), xxxi + 941 p., ISBN 0-415-12711-4.

John Maynard Keynes, undoubtedly the greatest and most often-cited economist of the twentieth century, leaves no economist indifferent to his views. To his Post-Keynesian disciples, he is the founder of a modern science of economics that seeks to describe the actual world of monetary capitalist economies confronted with endemic problems of unemployment due to a lack of aggregate effective demand. To his formidable neoclassical opponents, such as Friedman and Hayek, Keynes is the dreaded inflationist whose elaborate policy system led the economics profession down the wrong path of supporting wasteful state spending and excessive monetization of debt that destabilize an otherwise self-correcting system. The literature on the pros and cons of his various theories abounds and has become almost intractable to the vast majority of present-day economists.

Professor Don Moggridge of the University of Toronto, whose knowledge of Keynes's works remains perhaps unsurpassed in the profession because of his

editorship of the thirty volumes of *The Collected Writings of John Maynard Keynes* (1971-89), has chosen a different approach to what is generally valued by historians of economics. To the vast majority of economists, the specific peculiarities of the individual concerned are assumed to have only incidental bearing to one's scientific work. Hence, the truly scientific endeavour is the analysis of an economist's technical production as reflected in, say, Keynes's scientific works and which is often reduced to an inquiry into «what did Keynes really mean?» In this book, Moggridge has chosen a less popular route which, with the exceptions of Robert Skidelsky's monumental study and a few other minor works, has not been much followed by economists since the publication of Roy Harrod's original biography of Keynes in 1951. Moggridge presents a comprehensive study of Keynes's life, including its social, cultural, sexual, political, and academic dimensions, so as to reveal the multifaceted nature of the individual and